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ACTION PROGRAM FOR IDEAS

1. Tell employees about the objectives and goals of their work group; this is the foundation--the starting point.

2. Ask for their help in meeting and exceeding the goals; perhaps you can foster a spirit of pride in your group's ability to exceed the goal.

3. Let them know about operating-level problems that need attention. Describe the problems clearly. Tell them about solutions that were tried and didn't work.

4. Ask for their ideas and suggestions to overcome these problems. Ask them to be alert to bottlenecks, inefficiencies, dollar leakages, inadequate service to the public, and to suggest ways to improve. Remember the resource you want to tap is their expert knowledge of what goes on - and what goes wrong - at the work place. They are there at least 8 hours a day and usually know more about it than any O & M man you can send in.

5. Set a goal for your Division or Section in terms of the number of awardable improvements you want to get each year through employee ideas and efforts. The average for the National Association of Suggestion Systems is 7.7 awardable ideas annually per 100 employees. This doesn't sound like an impossible goal - to get 7 or 8 good ideas from 100 employees in the course of twelve long months.

6. Make sure that you recommend an award for the constructive suggestion that exceeds job responsibility. Remember that there isn't any CSC regulation which says that you have to wait for an employee to put a suggestion in writing. If an employee gives you a constructive idea that you put to use, you can write up a recommendation for an award.

7. Make sure that you recommend a reward for the people whose performance is substantially beyond job requirements - the people who help you to meet emergencies - those who get the job done with significantly fewer man-hours or substantially ahead of deadline.

8. Finally, if you're a manager with a number of supervisors reporting to you, remember you can grant an award to the supervisor who does a particularly effective job of motivating and managing the manpower resources of his group. Your Supervisor's Achievement Awards program is a most interesting step forward in this field and I hope you will make the most of it in the future.

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